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**FM 6-22 *Army Leadership***  
*“Army Leadership Defined: Foundations,  
Roles, Levels and Teams”*  
Course 6-22-2

*Competent, Confident, and  
Agile*

Proponency: Center for Army  
Leadership



# The Agile Multi-skilled Leader



October-2006

Course 6-22-2



# Course Outline

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1. Leadership definition
2. Leader definition
3. Roles of Army leaders
4. The Army Leadership Requirements Model
5. Levels of Leadership
6. Leader Teams
7. Serving as a Responsible Subordinate
8. COL Chamberlain vignette



# Leadership Defined

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*Army leadership* is defined as influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization.

Influencing (Lead)

Accomplishing

(Achieve)

Improving

(Develop)



# Leader Defined

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An *Army leader* is anyone who by virtue of assumed role or assigned responsibility inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command to pursue actions, focus thinking, and shape decisions for the greater good of the organization.





# Army Leaders



Army Civilian

Male



Female

Reserve



Warrant

National Guard

NCO

Active  
component



Officer

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# Roles & Relationships

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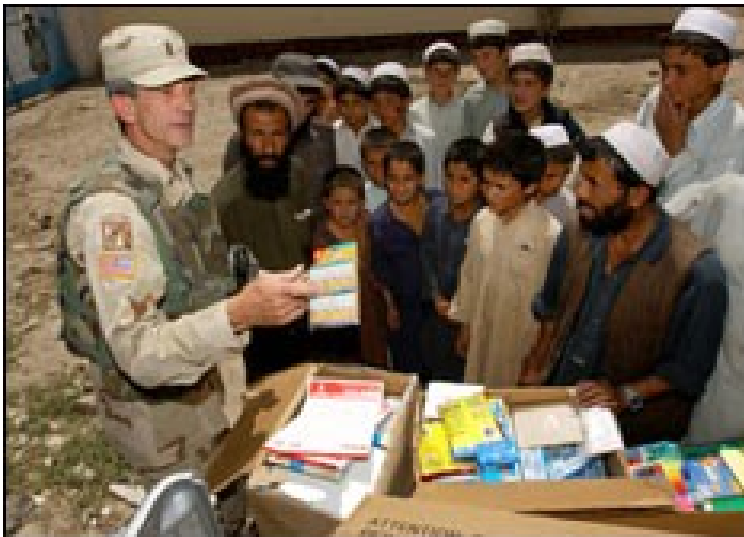


- Officers/warrant officers
- Non-commissioned officers
- Army Civilian Corps
- Joint/multinational
- Defense contractors





# Officers and Warrant Officers



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# Non-Commissioned Officers



## **The NCO Vision**

**An NCO Corps, grounded in heritage, values and tradition,  
that embodies the warrior ethos; values perpetual learning; and is  
capable of leading, training and motivating soldiers.**

**We must always be an NCO Corps that**

**Leads by Example**

**Trains from Experience**

**Maintains and Enforces Standards**

**Takes care of Soldiers**

**Adapts to a Changing World**





# Army Civilians



## **Army Civilian Corps Creed**

**I am an Army Civilian - a member of the Army Team.**

**I am dedicated to the Army, its Soldiers and Civilians.**

**I will always support the mission.**

**I provide stability and continuity during war and peace.**

**I support and defend the Constitution of the United States  
and consider it an honor to serve the Nation and its Army.**

**I live the Army values of Loyalty, Duty, Respect, Selfless Service,  
Honor, Integrity, and Personal Courage.**

**I am an Army Civilian.**





# Army Team Members



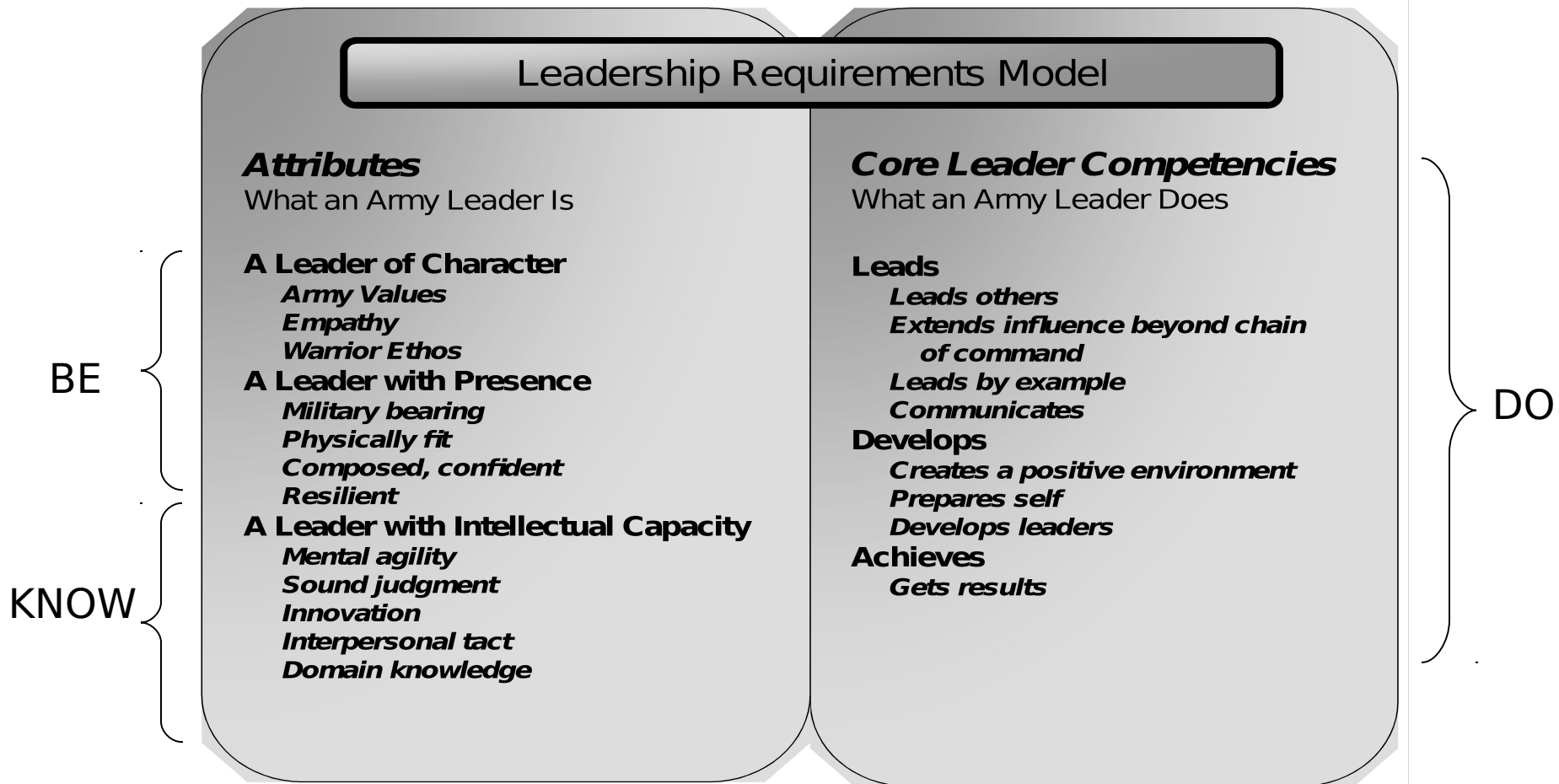
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# Army Leadership Requirements Model





# Levels of Leadership





# Levels of Leadership

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- Direct → Face to face or first-line leadership
- Organizational → Indirect leadership through more levels of subordinates
- Strategic → Major command through Department of Defense level positions





# Teams and Task Forces

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- Teambuilding
- Leader teams





# Leader Teams



- Leader teams
  - Horizontal teams
  - Vertical teams
- Shared leadership





## Serving as a Responsible Subordinate

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- Team player
- Understand the leader's vision
- Share responsibility
- Pride in accomplishment
- Loyal to leader



# Colonel Chamberlain at Gettysburg

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[Read vignette](#)

- COL Joshua Chamberlain
- 20<sup>th</sup> Maine Regiment (Pennsylvania)
- Little Round Top
- Innovative thinking
- Confusion of battle



# Chamberlain

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- What values did he exhibit?
- Which core leader competencies did he display?
- What level of leadership was Chamberlain operating at?
- What types of leader teams did he have to deal with?
- What type of an example did he set for those around him?









Questions and feedback on this course  
should be directed to the:

Center for Army Leadership  
LRADD (FM 6-22)  
Ft. Leavenworth, KS

(913) 758-3160



# Teambuilding

TEAM BUILDING STAGES		
	SUBORDINATE CHALLENGES	LEADER & UNIT/ORGANIZATION ACTIONS
FORMATION STAGE		
	 <ul style="list-style-type: none"> <li>• Achieve belonging and acceptance</li> <li>• Set personal &amp; family concerns</li> <li>• Learn about leaders and other members</li> </ul>	<ul style="list-style-type: none"> <li>• Listen to and care for subordinates</li> <li>• Design effective reception and orientation</li> <li>• Communicate</li> <li>• Reward positive contributions</li> <li>• Set example</li> </ul>
SOLDIER CRITICAL	 <ul style="list-style-type: none"> <li>• Face the uncertainty of war</li> <li>• Cope with fear of unknown injury and death</li> <li>• Adjust to sights and sounds of war</li> <li>• Adjust to separation from home and family</li> </ul>	<ul style="list-style-type: none"> <li>• Talk with each soldier</li> <li>• Reassure with calm presence</li> <li>• Communicate vital safety tips</li> <li>• Provide stable situation</li> <li>• Establish buddy system</li> <li>• Assist soldiers to deal with immediate problems</li> </ul>
ENRICHMENT STAGE		
	 <ul style="list-style-type: none"> <li>• Trust leaders &amp; other members</li> <li>• Find close friends</li> <li>• Learn who is in charge</li> <li>• Accept the way things are done</li> <li>• Adjust to feelings about how things ought to be done</li> <li>• Overcome family-versus-unit conflict</li> </ul>	<ul style="list-style-type: none"> <li>• Trust and encourage trust</li> <li>• Allow growth while keeping control</li> <li>• Identify and channel emerging leaders</li> <li>• Establish clear lines of authority</li> <li>• Establish individual and unit goals</li> <li>• Train as a unit for mission</li> <li>• Build pride through accomplishment</li> <li>• Acquire self-evaluation/self-assessment habits</li> <li>• Be fair and give responsibility</li> </ul>
SOLDIER CRITICAL	 <ul style="list-style-type: none"> <li>• Survive</li> <li>• Demonstrate competence</li> <li>• Become a team member quickly</li> <li>• Learn about the enemy</li> <li>• Learn about the battlefield</li> <li>• Avoid life-threatening mistakes</li> </ul>	<ul style="list-style-type: none"> <li>• Train as a unit for combat</li> <li>• Demonstrate competence</li> <li>• Know the soldiers</li> <li>• Pace subordinate battlefield integration</li> <li>• Provide stable unit climate</li> <li>• Emphasize safety awareness for improved readiness</li> </ul>
SUSTAINMENT STAGE		
	 <ul style="list-style-type: none"> <li>• Trust others</li> <li>• Share ideas and feelings freely</li> <li>• Assist other team members</li> <li>• Sustain trust and confidence</li> <li>• Share mission and values</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate trust</li> <li>• Focus on teamwork, training &amp; maintaining</li> <li>• Respond to subordinate problems</li> <li>• Devise more challenging training</li> <li>• Build pride and spirit through unit sports, social &amp; spiritual activities</li> </ul>
SOLDIER CRITICAL	 <ul style="list-style-type: none"> <li>• Adjust to continuous operations</li> <li>• Cope with casualties</li> <li>• Adjust to enemy actions</li> <li>• Overcome boredom</li> <li>• Avoid rumors</li> <li>• Control fear, anger, despair, and panic</li> </ul>	<ul style="list-style-type: none"> <li>• Observe and enforce sleep discipline</li> <li>• Sustain safety awareness</li> <li>• Inform soldiers</li> <li>• Know and deal with soldiers' perceptions</li> <li>• Keep soldiers productively busy</li> <li>• Use in-process reviews (IPRs) and after-action reviews (AARs)</li> <li>• Act decisively in face of panic</li> </ul>

# COL Chamberlain vignette

## **Colonel Chamberlain at Gettysburg**

In late June 1863 General Robert E. Lee's Army of Northern Virginia passed through western Maryland and invaded Pennsylvania. For five days, the Army of the Potomac hurried to get between the Confederates and the national capital. On 1 July 1863, the 20th Maine received word to press on to Gettysburg. The Union Army had engaged the Confederates there, and Union commanders were hurrying all available forces to the hills south of the little town.

The 20th Maine arrived at Gettysburg near midday on 2 July, after marching more than one hundred miles in five days. They had had only two hours sleep and no hot food during the previous 24 hours. The regiment was preparing to go into a defensive position as part of the brigade commanded by COL Strong Vincent when a staff officer rode up to COL Vincent and began gesturing towards a little hill at the extreme southern end of the Union line. The hill, Little Round Top, dominated the Union position and, at that moment, was unoccupied. If the Confederates placed artillery on it, they could force the entire Union Army to withdraw. The hill had been left unprotected through a series of mistakes—wrong assumptions, the failure to communicate clearly, and the failure to check. The situation was critical.

Realizing the danger, COL Vincent ordered his brigade to occupy Little Round Top. He positioned the 20th Maine, commanded by COL Joshua L. Chamberlain, on his brigade's left flank, the extreme left of the Union line. COL Vincent told COL Chamberlain to "hold at all hazards."

On Little Round Top, COL Chamberlain issued his intent and purpose for the mission to the assembled company commanders. He ordered the right flank company to tie in with the 83d Pennsylvania and the left flank company to anchor on a large boulder because the 20th Maine was literally at the end of the line.

COL Chamberlain then showed a skill common to good tactical leaders. He mentally rehearsed possible countermoves against imagined threats to his unit's flank. Since he considered his left flank highly vulnerable, COL Chamberlain sent B Company, commanded by CPT Walter G. Morrill to guard it and "act as the necessities of battle required." The captain positioned his men behind a stone wall, facing the flank of any possible Confederate advance. Fourteen Soldiers from the 2d U.S. Sharpshooters, previously separated from their own unit, joined them.

The 20th Maine had only been in position a few minutes when the Soldiers of the 15th and 47th Alabama attacked. The Confederates, having marched all night, were tired and thirsty, but they attacked ferociously. The Maine men held their ground until one of COL Chamberlain's officers reported seeing a large body of Confederate Soldiers moving laterally behind the attacking force. COL Chamberlain climbed on a rock and identified a Confederate unit moving around his exposed left flank. He knew that if they outflanked him, his unit would be pushed off its position, facing sure destruction.

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## COL Chamberlain vignette (cont)

COL Chamberlain had to think fast. The tactical manuals he had so diligently studied only offered maneuver solutions, unsuitable for the terrain he occupied. The colonel had to create a new maneuver solution—one that his Soldiers could execute now and under pressure. Since the 20th Maine was in a defensive line, two ranks deep, and it was threatened by an attack around its left flank, the colonel ordered his company commanders to stretch the line to the left. While keeping up a steady rate of fire, his line ultimately connected with the large boulder he had pointed out earlier. The sidestep maneuver was tricky, but it was a combination of other battle drills his Soldiers knew.

In spite of the terrible noise that made voice commands difficult, blinding smoke, the cries of the wounded, and the continuing Confederate attack—the Maine men succeeded. Although COL Chamberlain's thin line was only one rank deep, it now covered twice their normal frontage and was able to throw back the Confederate infantry, assaulting a flank they thought was unprotected. Despite desperate confederate attempts to break through, the Maine men rallied and held again and again. After five desperate encounters, the Maine men were down to one or two rounds per man, and the determined Confederates were regrouping for another try.

COL Chamberlain recognized that he could not stay where he was—but that he could not withdraw, either. He decided to attack. His men would have the advantage of attacking down the steep hill, he reasoned, and the Confederates would not be expecting it. Clearly he was risking his entire unit, but the fate of the Union Army depended on his men. The decision left COL Chamberlain with another problem: there was nothing in the tactics book about how to get his unit from current disposition into a firm line of advance. Under tremendous fire and in the midst of the battle, COL Chamberlain assembled his commanders. He explained that the regiment's left wing would swing around "like a barn door on a hinge" until it was even with the right wing. Then the entire regiment, bayonets fixed, would charge downhill, staying anchored to the 83d Pennsylvania on the right. The explanation was as simple, as the situation was desperate.

When COL Chamberlain gave the order, 1LT Holman Melcher of F Company leaped forward and led the left wing downhill toward the surprised Confederates. COL Chamberlain had positioned himself at the boulder at the center of the unfolding attack. When his unit's left wing came abreast of the right wing, he jumped off the rock and led the right wing down the hill. The entire regiment was now charging on line, swinging like a great barn door—just as he had intended. The Alabama Soldiers, stunned at the sight of the charging Union troops, fell back on the positions behind them. There, the 20th Maine's charge might have failed. Just then, CPT Morrill's B Company and the sharpshooters opened fire on the Confederate flank and rear, just as envisioned by COL Chamberlain. The exhausted and shattered Alabama regiments now thought they were surrounded. They broke and ran, not realizing that one more attack would have carried the hill for them.

At the end of the battle, the slopes of Little Round Top were littered with bodies. Saplings halfway up the hill had been sawed in half by weapons fire. A third of the 20th Maine had fallen—130 men out of 386. Nonetheless, the farmers, woodsmen, and fishermen from Maine—under the command of a brave and creative leader, who had anticipated enemy actions, improvised under fire, and applied disciplined initiative in the heat of battle—had fought through to victory.

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